

**CITIZENS' COMMISSION ON
JAIL VIOLENCE**

**TWELFTH REPORT
OF THE IMPLEMENTATION MONITOR**

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February 11, 2014

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I am pleased to submit to the Board of Supervisors my Twelfth Report regarding the implementation of the recommendations set forth in the September 28, 2012 Report of the Citizens' Commission on Jail Violence (the "Commission").

BACKGROUND

Since submitting my Eleventh Report to the Board of Supervisors on January 14, 2014, I have continued to monitor the efforts by the Los Angeles Sheriff's Department (the "Department") to implement the Commission's recommendations. During this most recent period, I met with the new Interim Sheriff to discuss the status of the Department's implementation of the Commission's recommendations and with the Assistant Sheriff for Custody Operations to discuss the management and oversight of the Department's Custody Operations and jail facilities. I also met with other senior management personnel in Custody Operations to discuss the status of the Department's implementation of the Commission's remaining recommendations, to confirm the Department's continued adherence to the Commission's recommendations, and to discuss the status of the Inspectional Services Command. I also attended a demonstration of a newly installed body scanner, reviewed the Department's use of force statistics, and met with the Inspector General to discuss the staffing, funding, and functions of the Office of Inspector General.

As reflected in the summary chart set forth below, as of the date of this Report, the Department has implemented 45 of the Commission's 60 recommendations directed

to the Department. It has partially implemented another 10 recommendations and is in the process of implementing another 5 recommendations.¹

Category	Implemented²	Partially Implemented³	In progress⁴	Total	Funding Approved⁵
Use of Force	10	0	2	12	2
Management	12	0	2	14	1
Culture	5	3	0	8	3
Personnel/ Training	5	5	0	10	3
Discipline	12	2	1	15	5
Oversight	1	0	0	1	0
Total	45	10	5	60	14

During this period, the Department implemented two more of the Commission's recommendations. The Department has now completed the revamping of the investigative and disciplinary system in Custody Operations (Recommendation 7.1) and

¹ A more detailed breakdown of the status of the Department's implementation of each recommendation is attached as Appendix 1 to this Report. A comparison reflecting the progress of the Department's implementation of the recommendations is set forth in Appendix 2.

² "Implemented" means that the Department's implementation of the recommendation has been reviewed and approved by the Monitor, and the reforms have been incorporated into jail operations.

³ "Partially Implemented" means that the Department has implemented the recommendation, but some additional steps are required to complete the implementation.

⁴ "In progress" means that the Department is assessing the policy, procedural and operation needs and/or is in the process of implementing the recommendation.

⁵ "Funding Approved" refers to the approval of the Board of Supervisors on October 8, 2013, of the Department's funding request to implement additional Commission recommendations.

Administrative Investigations of force incidents in Custody Operations will not be conducted by Deputies' supervisors. (Recommendation 7.9.)

The Department has completed its assessment of the operational needs of its jail facilities (Recommendation 4.11) and is seeking the Chief Executive Office's approval for additional clerical staff to handle administrative responsibilities that sworn deputies and Custody Assistants now handle. The Department is also working with the Chief Executive Office to obtain the a classification for the auditor positions in the newly created Inspectional Services Command that will require the necessary skill sets to conduct audits and inspections of a law enforcement agency. (Recommendation 4.12.) The Department has also installed two body scanners in the Inmate Reception Center that should be operational in March. (Recommendation 3.12).

As noted below, Sheriff John Scott is considering a reorganization of the Department that differs in some respects from the Commission's recommendations that were implemented by Sheriff Baca.⁶ (See Recommendations 4.6 and 7.5.) The Commission's recommendations reflect its assessment of Sheriff Baca's oversight of the Department's Custody Operations and the role of the Undersheriff in managing the Department. (See Recommendations 4.1 and 4.3). The recommendations were not necessarily intended as a fixed blueprint for future Sheriffs in organizing the Department as long as the Department has an Assistant Sheriff with corrections or custody experience who is responsible for the management of Custody Operations only. (See Recommendations 4.4, 4.5.)

⁶ See pp. 10, 12 and 30.

IMPLEMENTATION STATUS

CHAPTER 3: USE OF FORCE

On January 1, 2013, the Department promulgated a new Use of Force Policy. Pursuant to the Commission's recommendations, the Department distributed to each Deputy Sheriff and Custody Assistant a comprehensive Use of Force Manual (the "Force Manual") relating to the use and reporting of force by Department personnel. The Department's revised Force Manual was published on July 22, 2013. It is available in electronic form and Department personnel will be notified electronically whenever there is an update or revision of any of the policies, procedures and provisions in the Force Manual. The Department has now assigned to each facility Compliance Lieutenants who will be responsible for analyzing inmate grievances about use of force. In addition, the Department is now able to track inmate grievances by deputies' names in the Personnel Performance Index (PPI), and it is in the processing of further upgrading the Department's data tracking system now that the Board has authorized the funding for the first phase of this project.

The following summarizes the status of the Department's implementation of each of the Commission's specific Use of Force recommendations:

3.1. LASD should promulgate a comprehensive and easy-to-understand Use of Force Policy in a single document.

Implemented

The Department's Use of Force Policy is set forth in a single, revised Force Manual that reflects (1) overall principles, including force prevention principles and an anti-harassment policy; (2) provisions providing guidance regarding use of force; (3) lists

of approved weapons; and (4) requirements for the reporting of uses of force. The Manual is available electronically and Department personnel will be notified electronically whenever there is a revision to the Manual.

3.2. LASD personnel should be required to formally acknowledge, in writing, that they have read and understand the Department's Use of Force Policy.

Implemented

The Department has created an Acknowledgement and Agreement Form that each Deputy Sheriff and Custody Assistant is required to sign.

3.3. All LASD personnel should be provided training on the new Use of Force Policy.

Implemented

The Department reports that over 98% of sworn personnel have received training in the new Force Policy. Additional training will be provided to Department personnel through the Custody Training & Standards Bureau. (See Recommendation 5.2.)

3.4. The Department's Use of Force Policy should reflect a commitment to the principles of the Force Prevention Policy and prohibit inmate retaliation or harassment.

Implemented

The MPP and the Custody Division Manual set forth the principles of the Force Prevention Policy, and the Custody Division Manual prohibits retaliation against, or harassment of, inmates. These sections are included in the Force Manual.

3.5. LASD's Use of Force Policy should be based upon the objectively reasonable standard rather than the Situational Use of Force Options Chart.

Implemented

Sections 3-10/020.00 and 3-10/030.00 of the MPP reflect the objectively reasonable standard, and references to the Situational Use of Force have been deleted in

the revised Force Manual. Pursuant to the Consultants' recommendation, Section 3-02/035.05 of the Custody Division Manual includes references to the factors set forth by the United States Supreme Court in *Hudson v. McMillian*, 503 U.S. 1 (1992) relating to the use of force in a custody setting.

3.6. The Use of Force Policy should articulate a strong preference for planned, supervised, and directed force.

Implemented

The Force Prevention Policy set forth in the MPP and the Custody Division Manual generally reflects a preference for planned, supervised, and directed force. In addition, the Department has added Section 3.02/035.10 to the Custody Division Manual, which reads as follows: "When force is required, every effort shall be made to plan, supervise, and direct force in an effort to control confrontations in a calm and professional manner."

3.7. The Use of Force Policy should account for the special needs populations in the jails.

Implemented

The Department has added Section 3-02/035.15 to the Custody Division Manual, which reads as follows: "If a situation arises involving a special needs inmate, the appropriate mental health staff should be consulted, whenever possible, prior to the planned use of force." In addition, there are provisions in the Force Manual relating to pregnant inmates and the Jail Mental Evaluation Team that further implement this recommendation.

3.8. PPI and FAST should be replaced with a single, reliable, and comprehensive data tracking system.

In progress (funding approved)

On October 8, 2013, the Board approved \$1.4 million (of the \$3.4 million requested by the Department) for the initial funding in fiscal year 2013-14 of the Department's proposed Information System Overall over a three year-period. The Department reports that it is now in the process of developing the system upgrade recommended by the Commission.

3.9. Inmate grievances should be tracked in PPI by the names of LASD personnel.

Implemented

The Department is now able to track inmate grievances in PPI by the name of the Deputy Sheriff or Custody Assistant. This will enable the Discovery Unit to timely respond to Pitchess' motions and Court orders for inmate complaints against Department personnel. It will also enable the command staff in Custody Operations and in the jail facilities to track the Department's investigations of inmate complaints and identify Department personnel with problematic complaints.

The Department has been using the new module in PPI for inmate grievances since October 27, 2013. The Department is still using the FAST database for inmate complaints prior to that date, and it appears that it will have to manually transfer prior complaints (going back five years) from FAST to PPI.

3.10. LASD should analyze inmate grievances regarding the use of force incidents.

Implemented

The Department has established the position of Risk Management Lieutenant in the Custody Training & Standards Bureau to analyze inmate grievances related to the use of force at the Custody Division level. The Department also has established the position of Inmate Grievance Coordinator, who will review and analyze all inmate grievances.

(See Recommendation 7.14.)

On October 8, 2013, the Board approved the Department's funding request for six Compliance Lieutenants. On October 21, 2013, the Department added Section 2-01-060.05 to the Custody Services Division Manual, which sets forth the duties of the Compliance Lieutenants to "review and analyze inmate grievances" and "identify potential at-risk employees as it relates to force, conduct, and inmate grievances." The Department has now assigned six Compliance Lieutenants to the jail facilities (one to North and South and one to each of the other facilities.)

3.11. Statistical data regarding use of force incidents needs to be vigilantly tracked and analyzed in real time by the highest levels of LASD management.

Implemented.

At the beginning of last year, Department personnel provided me with daily and monthly statistical reports and monthly force analysis used by Department managers to track and analyze use of force incidents in the jails. I have reconfirmed with senior management their continued use of these reports to track and analyze force incidents and force trends, often on a daily basis. Senior managers get daily force briefings and look at videotapes of incidents to proactively identify issues and trends, and critically evaluate policies and procedures.

3.12. Department should purchase additional body scanners.

In progress

Although funding for the scanners was approved by the Board in 2012, and the Department initially reported a June 1, 2013 “target” date for implementation of this recommendation, the purchase and installation of the scanners has been repeatedly delayed. The Department now plans to install the scanners in three phases. In phase one, two body scanners have been installed in the Inmate Reception Center ("IRC") and the Department has confirmed that “the scanners are working as specified in the contract.” As soon as the Department’s policies for the body scanners are approved internally within the next few weeks, there will be a 90-day pilot program to “review,” among other things, “inmate flow,” “user station placement and staffing issues.” The Department is also in the process of ordering at least one additional scanner (and possibly two) for Century Regional Detention Facility ("CRDF"), the woman's facility, during the pilot program. In phase two, two additional scanners will be installed in IRC and two at Men's Central Jail ("MCJ"). During that period, the Department will “assess the need for additional machines at MCJ [and CDRF.]” Phase three will involve the installation of scanners at Twin Towers, NCCF, North and South that “will be determined at a later date.” The number of additional machines will be determined based upon the Department’s experience in the first two phases of the roll-out.

On February 6, 2014, I observed a demonstration of one of the body scanners installed at IRC. It appears that the body scanners will be a significant enhancement to security in the jail facilities.

CHAPTER 4: MANAGEMENT

Sheriff Baca extensively reorganized the management of the Department with four Assistant Sheriffs responsible for overseeing Custody Operations, Patrol Operations, Countywide Services, and Administration & Professional Standards reporting directly to the Sheriff. In addition, Sheriff Baca appointed a Chief of Staff and a Chief of a new Internal Investigations Division, who also reported directly to him.

Sheriff Scott is considering a reorganization of the Department that will include the appointment of an Executive Officer who will report directly to the Sheriff. The four Assistant Sheriffs will report to the Sheriff through the Executive Officer. Under the proposed reorganization, the Chief of Staff, Legal Advisory Unit and Inspectional Services Command will also report directly to the Sheriff, while the Internal Investigations Division (which includes the Internal Affairs Bureau), the Internal Criminal Investigations Bureau, and the Sheriff's Headquarters Bureau will report to the Executive Officer.⁷

Following the Commission's recommendation, Sheriff Baca appointed Terri McDonald, who had extensive corrections experience, to be the Assistant Sheriff responsible for the Department's Custody Operations. She has reorganized the Custody Division into a Custody Services Division – General Population and a Custody Services Division – Specialized Programs under Chiefs who report directly to her. The Administrative Commander who has been responsible for the implementation of the Commission's recommendations also reports directly to the Assistant Sheriff for Custody Operations.

⁷ The reorganizations of the senior management and the Internal Investigations Division are discussed in more detail below. (See Recommendations 4.6 and 7.5.)

The four high level managers who directly or indirectly had supervision over the jails during the periods reviewed by the Commission have now all left the Department and there is an entirely new team running Custody Operations.

On October 8, 2013, the Board approved funding for 23 of the 64 new positions requested by the Department to be phased in over a three-year period to staff an Inspectional Services Command (“ISC”). The Department has assigned a Commander and a Captain to oversee ISC and is in the process of assigning personnel for this command.

Set forth below are summaries of the Department’s implementation of each of the Commission’s Management recommendations.

4.1. The Sheriff must be personally engaged in oversight of the jails.

Implemented

With the formation of the Commander Management Task Force in October 2011, Sheriff Baca personally directed the reform of the jails. Sheriff Scott has assured me that he intends to be engaged in the oversight of the jails through regular communications with the Assistant Sheriff for Custody Operations.

4.2. The Sheriff must hold his high level managers accountable for failing to address use of force problems in the jails.

Implemented.

Based upon Sheriff Baca’s management changes (both in terms of structure and personnel), the results of the Administrative Investigations, and the timing of the retirements of the four managers who had oversight responsibility over the jails, it is generally perceived in the Department that these managers retired due, at least in part, to

their failures to address adequately the use of force problems in the jails. At this point there is nothing further for the Department to do to hold these managers accountable.

4.3. The Undersheriff should have no responsibility for Custody operations or the disciplinary system.

Implemented

In January 2013, Sheriff Baca issued “Sheriff’s Bulletin #593” entitled “Executive Reporting Procedures” to implement this recommendation. Under Sheriff Baca’s reorganization, the Assistant Sheriff for Custody Operations reported directly to the Sheriff, and IAB and ICIB reported to the Sheriff through the Chief of the Internal Investigations Division. Further, the Undersheriff retired on August 1, 2013.

As I noted in my last report, it was not the Commission’s intention to recommend a specific management structure for the Department or Custody Operations, and a new Sheriff may reasonably conclude that he or she wants to have an Undersheriff as part of the management team. Indeed, Sheriff Scott is planning to have an Executive Officer who will have some of the same duties as an Undersheriff. It is essential, however, that the Department continue to have an Assistant Sheriff with a background and expertise in corrections whose sole responsibility is the management and oversight of the jails, and who is directly accountable to the Sheriff for the operation of the jails. (*See* Recommendations 4.4, 4.5 and 4.6.)

4.4. The Department should create a new Assistant Sheriff for Custody position whose sole responsibility would be the management and oversight of the jails.

Implemented.

Sheriff Baca appointed Terri McDonald to be the Assistant Sheriff for Custody Operations. She assumed her duties on March 18, 2013. Effective July 1, 2013, she

reorganized the Custody Division into two Custody Services Divisions, one for General Population and one for Specialized Programs. Each of the Divisions is headed by a Chief who reports directly to the Assistant Sheriff for Custody Operations. By having an Assistant Sheriff focused only on Custody Operations housed in closed proximity to her executive team, there is greater communications and more focus on proactively identifying issues in the jail facilities and ensuring the necessary follow-up to resolve these issues. The Assistant Sheriff meets weekly with the Chief and Commanders in Custody Operations and the Chiefs, in turn, meet weekly with the Commanders, Captain and Operations Lieutenants. At the request of the Assistant Sheriff for Custody Operations, Sheriff Baca promoted or transferred a number of supervisors and commanders in Custody Operations to ensure that the most capable managers are running the Department's jail facilities.

The Assistant Sheriff for Custody Operations recently asked the Board's Consultants to evaluate the investigation and administrative reviews of force incidents in the jails "to assess whether there are specific areas where supervisory management accountability should be improved." Pursuant to her request, the Consultants are developing "improved protocols for conducting investigations, the refinement of guidelines and standards to ensure that the administrative reviews are comprehensive and objective, and identifying analytical systems requirements and resources. . . ." The work of the Consultants is an example of the proactive management of the Department's Custody Operations under the new Assistant Sheriff for Custody Operations. As one senior manager told me, the Department is doing things in Custody Operations in terms

of planning, managing, communicating and follow-up that the Department “has never done.”

4.5. The Sheriff should appoint as the new Assistant Sheriff for Custody an individual with experience in managing a large corrections facility or running a corrections department.

Implemented.

Sheriff Baca appointed an Assistant Sheriff for Custody Operations who has extensive experience in running a corrections department. Assistant Sheriff Terri McDonald is a hands-on manager who brings additional knowledge and expertise as a result of her experience with California correctional system.

4.6. The Assistant Sheriff for Custody should report directly to the Sheriff.

Implemented

“Sheriff’s Bulletin #593” entitled “Executive Reporting Procedures” provides that each of the Assistant Sheriffs, including the Assistant Sheriff for Custody Operations, reports directly to the Sheriff. Sheriff Scott’s proposed reorganization of the Department has the four Assistant Sheriff’s reporting to him through the Executive Officer. It is essential that the Assistant Sheriff for Custody Operations continue to have direct access to the Sheriff and that he holds her directly accountable for management Custody Operations and running the Department’s jail facilities.

4.7. The Commander Management Task Force should not be a permanent part of Custody management.

Implemented

The Sheriff’s Bulletin #593 and Sheriff Scott’s new organization chart do not include a role for the Commander Management Task Force in Custody management.

4.8. The Sheriff must regularly and vigilantly monitor the Department's Use of Force in the jails.

Implemented

Since at least the formation of the Commander Management Task Force in October 2011, Sheriff Baca monitored the level of force in the jails and was engaged in oversight of the jails through regular communications with the new Assistant Sheriff for Custody Operations. Sheriff Scott has extensive experience in the oversight and management of Custody operations both as the Undersheriff in the Orange County Sheriff's Department and as a Chief in the Los Angeles County Sheriff's Department. The Department provides Sheriff Scott with a weekly update of its use of force statistics in Custody Operations and, in our meeting, he advised me that he intends to actively monitor the Department's use of force in the jails.

4.9. The Department should implement SCIF [the Sheriff's Critical Incident Forum] on the Custody side to improve the accountability of jail supervisors.

Implemented

This recommendation has been implemented pursuant to a Custody Division Directive, dated December 13, 2012, issued by the then Chief of the Custody Division. A Custody Division SCIF took place on February 12, 2013, to review statistics relating to Custody Operations. The next SCIF for Custody Operations has been postponed several times and is now scheduled for February 20, 2014. I believe that Custody Operations needs to have a SCIF at least twice a year to monitor trends in the Department's jail facilities.

4.10. Senior management needs to be more visible and engaged in Custody.

Implemented

The Department has amended the job descriptions in the Custody Division Manual so that they now require the Assistant Sheriff - Custody Division, the Custody Division Chiefs, the Area Commanders, and the Jail Captains to “maintain a visible presence within the [assigned] jail facilities to help ensure proper adherence to policy and the application of the Department’s Core Values.” The Assistant Sheriff for Custody Operations advised me that she and her Division Chiefs and Commanders regularly walk through the jail facilities. Similarly, the Chiefs have advised me that they regularly walk through the facilities and set their expectations for their Unit Commanders to know their facilities and inmate populations, which require them to maintain a visible presence in their facilities.

4.11. Management should be assigned and allocated based on the unique size and needs of each facility.

In progress (funding request anticipated)

The Department has analyzed the operations staff of each of the jail facilities and completed a Custody Division Staff Assessment (Proposed) that would reassign 10 Deputy Sheriffs and nine Custody Assistants and replace them with clerical staff (Operations Assistant I, Senior Typist Clerk and Intermediate Typist Clerk). Should the proposal be accepted by the Chief Executive’s Office and the new clerical staff approved, the Department plans to assign the 19 Deputy Sheriffs and Custody Assistants to positions that would reduce CARP assignments and overtime in Custody Operations.

4.12. LASD should create an Internal Audit and Inspection Division.

In progress (funding approved)

On October 8, 2013, the Board approved the Department's funding request for the creation of an Inspectional Services Command ("ISC") to be phased over a three-year period, with 23 positions in this first fiscal year. Sheriff Baca appointed a Commander and Captain to ISC and the Department has now assigned two lieutenants, eight sergeants, and two professional staff to the command. The Commanders are waiting for approval to add five more sergeants, and the Department is in the process of hiring an auditor consultant to help develop auditing protocols. With respect to the hiring of auditors who are not currently Department personnel, the Department anticipates that, after approval of the new positions by the Chief Executive's Office, it will take a period of time to conduct a job analysis, post the job bulletin, review applications, administer examinations, and post a qualified list before the Department can actually hire outside auditors. Unfortunately, the Department is encountering problems in obtaining classifications for these auditor positions to ensure that they have the necessary skill sets to audit and inspect the operations of a law enforcement agency.

4.13. The Department should have a formal policy to address campaign contributions.

Implemented

On January 31, 2013, the Department issued revised Section 3-01/070.05 (Political Activity) and Section 3-01/070.07 (Prohibited Political Activity and Other Conflicts of Interest) of the MPP.

4.14. LASD should participate in collaborations such as the Large Jail Network that would enable it to learn about best practices and approaches in other systems.

Implemented

The Department has joined the Large Jail Network. Members of the Custody Division attended the American Jail Association National Training Conference in May and the Southern California Jail Managers earlier this year. One of the Chiefs attended the Large Jail Network conference in September and several managers attended the statewide realignment conference in October. In addition, the Assistant Sheriff for Custody Operations, one of the Chiefs, and one of the Commanders attended the American Correctional Association conference this month.

CHAPTER 5: CULTURE

As noted in my earlier reports, under Sheriff Baca, the Department emphasized respect for and communications with inmates through the Force Prevention Policy, the Education Based Incarceration program, and Town Hall meetings. It enhanced the training of new Custody Division personnel in the principles of the Force Prevention Policy, ethics, and destructive cliques, and it is in the process of establishing a Custody Training & Standards Bureau that will provide additional training to current Custody deputies and Custody Assistants. It also established a Dual Track Career Path to provide deputies with an opportunity for a career in Custody Operations. Under this program, it administered a supervisors examination to deputies in Custody as well as Patrol and it recently promoted several deputies in Custody to be sergeants in Custody. The Department has also enhanced the penalty guidelines for dishonesty to further address the

culture problems identified by the Commission. Finally, each facility has developed a rotation policy taking into consideration its size, configuration, and inmate population.

Set forth below are summaries of the Department's implementation of each of the Commission's recommendations regarding the culture in Custody Operations.

5.1. The Department must continue to implement reforms that emphasize respect for, engagement of, and communications with inmates.

Implemented

Based upon my meetings with Sheriff Baca and Sheriff Scott, my conversations with members of the Command staff and Unit Commanders; my review of policies, directives, and reports; my tours of jail facilities; and input from the Consultants and outside observers, it is apparent that the Department is committed to implementing the reforms recommended by the Commission, enhancing respect for and communications with inmates, and changing the culture in the Custody Division. In the Commanders meeting I attended, the Chiefs of the Custody Divisions emphasized the Education Based Incarceration program and Force Prevention Principles. The changes in the culture are reflected in the principles set forth in the Force Prevention Policy, the Anti-harassment Policy, the Education Based Incarceration program, the numerous Town Hall meetings with inmates, the Department's responses to inmate grievances, and its progress in implementing the Commission's recommendations.

5.2. The Department's Force Prevention Policy should be stressed in Academy training and reiterated in continuing Custody Division training.

Partially implemented (funding approved)

This recommendation has been implemented for new deputies, and 98% of the existing staff has received training in the new Use of Force Policy, which incorporates

the Force Prevention Principles. As discussed below, the Board has now approved funding for a Custody Training & Standards Bureau, which will be phased in over a three-year period. (See Recommendation 6.3.) Additional training in the Force Prevention Policy will be part of the curriculum once the bureau is staffed. The Department expects to train 20% of the line staff in a newly developed Use of Force curriculum in the first year.

5.3. The Department should enhance its ethics training and guidance in the Academy as well as in continuing Custody Division training.

Partially implemented (funding approved)

Academy training covers “Department Ethics and Standards,” including “CORE Values” and “Critical Decision Making” and the Jail Operations Continuum covers “Valued Communications” and “Value Based Decision Making.” Additional ethics training for the existing staff will be part of the Custody Training and Standards Bureau curriculum once it is staffed. The Department expects to train 20% of the line staff in a newly developed ethics curriculum in the first year.

5.4. The Department must make Custody a valued and respected assignment and career.

Implemented.

Sheriff’s Bulletin #594, dated February 1, 2013, announced that the Department has established a Dual Track Career Path that allows new recruits to select a career in Custody and allows Deputy Sheriffs currently assigned to Custody to remain in Custody assignments. It also allows Deputy Sheriffs and supervisors to promote up to the position of Chief of the Custody Division without going out to a patrol assignment. Under the Dual Track Career Path program, custody personnel are eligible to take, and are taking,

the supervisory exams currently being administered by the Department. One of the senior leaders in Custody Operations advised me that Custody “quality personnel are being asked to come to custody.” The Department recently promoted several deputies in Custody Operations to be sergeants in Custody.

5.5. Senior leaders must be more visible in the jails.

Implemented.

The Department has amended the job descriptions in the Custody Division Manual so that they now require the Assistant Sheriff - Custody Division, the Custody Division Chief, the Area Commanders, and the Jail Captains to “maintain a visible presence within the [assigned] jail facilities to help ensure proper adherence to policy and the application of the Department’s Core Values.” (See Recommendation 4.11 above.)

5.6. LASD must have a firm policy and practice of zero tolerance for acts of dishonesty that is clearly communicated and enforced.

Implemented

New disciplinary guidelines were published on February 17, 2013, that enhance the penalties for dishonesty.

5.7. The Department should have a sensible rotation policy to protect against the development of troubling cliques.

Implemented

As a result of my meetings with a Working Group formed by the Department, it was decided that the Unit Commanders would develop their own rotation policies for each of the facilities. The policies would rotate deputies who regularly have contact with inmates, including deputies in “key positions,” among job assignments to address the Commission’s concern about deputy cliques, taking into consideration the facility’s size,

configuration and inmate population to ensure the safety and security of the staff and inmates. Following these meetings each of the Unit Commanders issued a unit directive rotating deputies among job assignments in each facility.

As a result of the Assistant Sheriff's reorganization of Custody Operations, some of the jail facilities have new Unit Commanders. On July 25, 2013, I met with the Unit Commanders and asked them to review the rotation policies for their facilities and either reaffirm the policy or make adjustments as appropriate, and I have now received updated or re-confirmed policies for each of the facilities.

The Department has also conducted audits to ensure compliance with the rotation policies, and it reports the following percentages of compliance: IRC (100%), NCCF (100%), MCJ (100%), CDRF (99.7%), TTCF (94.2%), North (100%), and South (100%).

5.8. LASD should discourage participation in destructive cliques.

Partially implemented (funding approved)

The subject of destructive cliques is covered for new Deputy Sheriffs in the Jail Operations Continuum. Additional training will be provided to other Custody personnel through the Custody Training & Standards Bureau once it is staffed. Further, each of the jail facilities has a rotation policy that is intended to discourage participation in destructive cliques. Finally, the Department fired a number of deputies last year for participating in such a clique.

CHAPTER 6: PERSONNEL AND TRAINING

The Board has now approved the initial funding for the creation of a Custody Training & Standards Bureau that will develop a robust post-Academy training program

for both new and existing Custody personnel. The Department has assigned 17 of the 19 newly authorized positions in the bureau, including all of the sworn personnel.

The Board also approved funding for 44 new supervisors in fiscal year 2013-14. The Department filled the 42 newly authorized sergeant positions by permanently assigning to MCJ 19 supervisors previously on loan to the facility, assigning 16 newly-promoted sergeants (including several from Custody) to other jail facilities, and using overtime to staff the additional seven positions. It also assigned two additional lieutenants to Custody Operations.

The Department also has frozen Deputy Sheriff positions to increase the ratio of Custody Assistants to Deputy Sheriffs to achieve the agreed upon 65/35 ratio. The Department conducted an analysis of what other Deputy Sheriff positions may be handled by Custody Assistants, and it concluded that only a limited number of additional positions may be handled by Custody Assistants without impairing the safety and security of the jail facilities.

The Department's implementation of the Commission's specific Personnel and Training recommendations are set forth below.

6.1. The Department should review and revise its personnel and training procedures to reflect Custody's status as a valued and important part of the Department.

Partially implemented (funding approved)

The Dual Track Career Path was established on February 1, 2013. In addition, the Department has expanded its Custody training through the Jail Operation Continuum, and is creating a Custody Training & Standards Bureau that will develop a comprehensive training program for Custody Operations over the next three years.

6.2. The Department should develop and implement a long-range and steady hiring plan based upon normal attrition.

Implemented

A Sworn Vacancy Projection submitted by Personnel Administration to the Commander Management Task Force on October 2, 2012, reflects “a strategic plan to consistently hire deputies through 2017” to fill vacancies and hire additional deputies based upon normal attrition. A Sworn Hiring Projection submitted by Personnel Administration on November 6, 2013, reflects 352 Academy graduates in 2013 (slightly more than the October 2012 projection of 320 graduates). Personnel Administration anticipates that it will “continue scheduling five academy classes a year with approximately 80 recruits per class, yielding approximately 320 new hires each year,” which are “contingent on the Department’s reduction, expansion, internal and external budgetary and fiscal considerations.

6.3. Deputies and supervisors should receive significantly more Custody specific training overseen by the Department’s Leadership & Training Division.

Partially implemented (funding approved)

The Department has implemented this recommendation for new deputies. Consistent with the long-term goal of setting up a separate Custody Division (*see* Recommendation 6.10) and the Dual Track Career Path, the Department plans to enhance significantly the training of Custody personnel through the new Custody Training & Standards Bureau.

On October 8, 2013, the Board approved funding in this fiscal year for 19 of the new positions for the Custody Training & Standards Bureau in fiscal year 2013-14 in

addition to 24 existing positions already assigned to the bureau. The Department has assigned 17 of the 19 new personnel to the bureau, including all of the sworn personnel.

6.4. There should be a meaningful probation for new deputies in Custody.

Implemented

Effective January 11, 2013, Custody Division Directive 12-005 provides that “at the completion of the employee’s sixth month” of employment, the shift Lieutenant will be conducting “a thorough inquiry of the employee’s personnel performance.”

Thereafter, “three or four weeks prior to the employee’s one year anniversary the Unit Commander or designee shall conduct another personnel performance review and schedule a face to face meeting.” Before an employee can complete probation, the Unit Commander is supposed to “draft a memorandum to memorialize the employee’s successful completion of the probationary period.”

6.5. The number of supervisors to deputies should be increased and the administrative burdens on Custody supervisors should be minimized.

Partially implemented (funding requested)

On October 8, 2013, the Board approved the funding for 44 positions in this fiscal year out of the 91 positions requested by the Department over a two-year period. The Department now assigned all 42 additional sergeants and two additional lieutenants to Custody Operations.

6.6. The Department should allow deputies to have a career in Custody and take steps in the interim to decrease the length of new deputy assignments to Custody.

Implemented

The Dual Track Career Path established on February 1, 2013, allows deputies to have a career in Custody and to promote from within Custody Operations. Custody

deputies were eligible for the supervisory examination recently administered by the Department and several were promoted to sergeants in Custody Operations.

6.7. The Department should utilize more Custody Assistants.

Partially implemented

The Department froze 81 identified Deputy Sheriff positions, and it reports that it has now achieved the 65/35 ratio provided in the Memorandum of Understandings with the Deputy Sheriffs' union (ALADS) and the Custody Assistants union (PPOA). The Department has completed an analysis of deputy positions to determine the feasibility of moving beyond the 65/35 percent ratio and concluded that only a limited number of additional deputy positions can be handled by Custody Assistants without impairing the safety and security of the jail facilities. Any change in the 65/35 ratio is likely going to require a more detailed analysis and would be subject to "meet and confer" obligations with ALADS and PPOA.

6.8. Rotations within and among proximate facilities should be implemented.

Implemented (within facilities)

As discussed above (see Recommendation 5.7), the Department has implemented rotation policies in each of the facilities and audited compliance with those policies. It reports that it was not able to implement a voluntary rotation among the north county facilities, and that it would need the agreement of the deputies' union to implement rotations among the facilities, which the union adamantly opposes. Further, it reports that it has decided not to rotate newly assigned deputy sheriffs at the beginning of their fourth month of training to "a proximate facility" in the south or in the Pitchess Detention Center in the north. The Custody managers believe that they should continue to evaluate

the effectiveness of the rotations within facilities and other measures they have taken to discourage cliques before trying to rotate new deputies among proximate locations because of the logistical and other problems with such rotations among facilities.

6.9. The Department's Mission Statement should be changed to reflect the importance of Custody.

Implemented

6.10. The Department should create a separate Custody Division with a professional workforce.

In progress

This is a long-term goal that the Department has begun to address. The Sheriff has selected a new Assistant Sheriff for the Custody Division and implemented the Dual Track Career Path on February 1, 2013. Establishing a Custody Training and Standards Bureau and increasing the ratio of Custody Assistants to Deputy Sheriffs will further implement this recommendation, but given the number of deputies who are hired each year, it will take several years before the Custody Division could be staffed exclusively with new deputies who want careers in Custody so that new deputies who want careers in patrol can go directly to patrol.

CHAPTER 7: DISCIPLINE

The Department has revamped its investigative and disciplinary system to assign all Administrative Investigations of Category 1 force incidents to the new Compliance Lieutenants and the Administrative Investigation of Category 2 force incidents in Custody Operations to the Internal Affairs Bureau ("IAB"). Sheriff Baca created an Internal Investigations Division and appointed a Chief of the Division to oversee IAB and the Internal Criminal Investigations Bureau ("ICIB") and report directly to him. Sheriff

Scott is contemplating a reorganization in which IAB, but not ICIB, would remain in the Internal Investigations Division and the Chief of the division and the Captain in charge of ICIB would both report directly to the Executive Officer. The Department also has enhanced the penalties for dishonesty and excessive force, and the Custody Force Review Committee is rigorously reviewing Use of Force Packages. In addition, the Force Manual has now been revised to clarify the policies with respect to the review of videotaped footage and the separation of deputies involved in force incidents.

On October 8, 2013, the Board approved funding for six Compliance Lieutenants, 10 of the 28 additional IAB investigators requested by the Department, 14 of 40 additional requested ICIB investigators, and seven new positions in the Internal Investigations Division. The Department has now assigned the six Compliance Lieutenants to the facilities, all of the newly authorized positions to the Internal Investigations Division, and all of the newly authorized sworn positions to IAB and ICIB.

Set forth below are summaries of the Department's implementation of each of the Commission's Discipline recommendations.

7.1. The investigative and disciplinary system should be revamped.

Implemented

Under the revamped investigative system, Compliance Lieutenants are now conducting all Administrative Investigations of Category 1 force incidents (*See* Recommendation 7.8), and IAB is conducting all Administrative Investigations of Category 2 force incidents in Custody Operations.⁸ All of the newly authorized sworn positions have now been assigned to IAB and ICIB.

⁸ Administrative Investigations of Non-Custody Category 2 force incidents may be conducted by IAB or at the unit level under current Department policy.

7.2. The CFRC [Custody Force Review Committee] should monitor Force Packages for trends and concerns and the performance of supervisors.

Implemented

One of the Consultants attended two CFRC meetings “and he watched the process of evaluation and follow-up related to the incidents involving several different force incidents.” He advised that he was “impressed with the manner in which candid and direct examinations of Captains, Lieutenants, and Sergeants [who were] responsible for [the] force incidents takes place.” The CFRC assesses, among other things, “whether the force response was reasonable to the threat perceived” and “whether there may have been a force response of lesser magnitude more appropriate to the threat.” He further reported that “[i]n my experience, the establishment of standard and expectations by the executive management is the first step in changing a culture. The CFRC is clearly a big part of that proposition as it pertains to the use of force in the jails.” I attended a CFRC meeting on March 13, 2013, and also was impressed with the analysis and the way in which the CFRC holds the unit supervisors responsible for the quality of their force reviews.

7.3. Deputies should be required to provide a timely written report of force incidents and not be allowed to review video tape footage prior to the completion of that report or any interviews.

Implemented

The revised Force Manual (Sections 3-10/100.00 and 3-10/115.00 of the MPP) sets forth these requirements.

- 7.4. Deputies involved in Significant Force incidents should be separated and not permitted to talk to each other until they have provided a written statement or have been interviewed by investigators.**

Implemented

The revised Force Manual (Section 3-10/110.00 of the MPP) sets forth this requirement.

- 7.5. IAB and ICIB should be part of an Investigation Division under a Chief who would report directly to the Sheriff.**

Implemented

Under Sheriff Baca, the Department implemented this recommendation on March 1, 2013, effective March 3, 2013. Sheriff Scott is proposing to reorganize the Department's internal investigations so that IAB would remain in the Internal Investigations Division under a Chief who would report to the Department's Executive Officer, and ICIB would be a stand alone bureau under a Captain who would also report to the Executive Officer.

- 7.6. IAB should be appropriately valued and staffed by personnel that can effectively carry out the sensitive and important work of that bureau.**

Partially implemented (funding approved)

The Department has provided information showing that IAB investigators have often been promoted from IAB. All of the newly authorized sworn positions have been assigned to IAB and ICIB in accordance with the Department's Proposed Implementation Budget Timeframe, which anticipates additional positions recommended by the Board's Consultants will be phased in over the next two fiscal years.

7.7. The Disciplinary Guidelines should be revised to establish increased penalties for excessive force and dishonesty.

Implemented

The Department has implemented this recommendation by enhancing penalties for excessive force and dishonesty.

7.8. Each jail should have a Risk Manager to track and monitor use of force investigations.

Implemented

On October 8, 2013, the Board approved the funding for six Compliance Lieutenant positions that have now been assigned to each of the facilities (with one for the North and South facilities). These Lieutenants will conduct Administrative Investigations of Category 1 Force Incidents, analyze inmate grievances regarding force in each facility, and monitor and track force investigations at the unit level.

7.9. Force investigations should not be conducted by deputies' supervisors.

Implemented

Under the revamped investigative system, if the Unit Commander determines that a use of force may have violated Department policy or involved misconduct, the Administrative Investigation of a Category 1 Force Incident (no injury) are conducted by the Compliance Lieutenants who will not be supervising any of the deputies; Administrative Investigation of a Category 2 Force Incident (involving injuries to inmates) in Custody Operations are conducted by IAB; and all Category 3 Force Incidents throughout the Department are investigated by IAB.

7.10. Captains should not reduce charges or hold penalties in abeyance for use of force, dishonesty, or failure to report force incidents.

Implemented

The Department's penalty guidelines effective February 17, 2013, require suspension days (that is, penalties without pay), and preclude Education Based Discipline (that is, holding suspension days in abeyance), for dishonesty, excessive use of force, or failure to report force. The Department implemented a new management protocol effective September 1, 2013, that requires captains hearing employee grievances to consult with senior Department officials and the Office of Independent Review and articulate a factual and legal basis prior to modifying any findings and/or recommended discipline for dishonesty, excessive force, or failure to report force.

7.11. The Department should vigorously investigate and discipline off-duty misconduct.

Implemented

The Department has provided me with a report of the results of investigations and the discipline imposed for off-duty misconduct from the beginning of the second quarter of 2011 through the end of the second quarter of 2013, which confirms that this recommendation has been implemented.

7.12. The Department should implement an enhanced and comprehensive system to track force reviews and investigations.

Implemented

The Department has demonstrated that the Electronic Line Operations Tracking System (e-LOTS) is a comprehensive system that can be used to track force reviews and investigations. It has now implemented a policy that requires all custody facilities to use e-LOTS to track Use of Force packages. Each Unit Commander is required to "ensure

that all necessary information about each force incident [is] entered into e-LOTS prior to the end of the shift in which the incident occurred,” and the Unit Commander or Operations Lieutenant is required to track in e-LOTS on a weekly basis all force reviews and contact the appropriate supervisor “if the preparation or review of the Force Package is overdue.” Eventually, e-LOTS will be replaced by CARTS, which will be used to track force reviews and investigations.

7.13. Inmate Complaints should be tracked by deputies’ names in PPI.

Implemented

The Department is now able to track inmate grievances by staff names in PPI.
(See Recommendation 3.9.)

7.14. The inmate grievance process should be improved and include added checks and oversight.

Partially Implemented

The Department is working to enhance the inmate grievance process, including a system for inmates to submit grievances on IPADS and for tracking electronically the Department’s handling of the grievances. The Department is also planning to input inmate requests and grievances into the CARTS database from which it will be able to obtain more reliable data and reports about the requests and grievances. The CARTS deployment began at the North facility on November 5, 2013 and is still scheduled to be completed at all of the facilities by early March 2014.

The Department has amended its policies to require Unit Commanders to review all personnel complaints of retaliation, which are forwarded to Custody Operations headquarters and the Office of Independent Review, reviewed by a commander at the

direction of the Chief of the Division, and forwarded to the appropriate unit to handle. All allegations of retaliation are to be entered into the FAST system.

The Department has appointed an Inmate Grievance Coordinator at the rank of lieutenant who will oversee the Department's handling of inmate complaints. The Coordinator reviews monthly analyses of inmate complaints and service requests within the Custody Services Divisions. In addition, the Coordinator will be reviewing the inmate grievances that are now going to be recorded in the PPI database and also a pilot of the inmate grievance module in CARTS that began at the North Facility on November 5, 2014. The Unit Commanders will respond to any findings of irregularities and the Coordinator will report his or her findings to the Division's Risk Management Lieutenant and senior management. The Department also intends to audit the inmate grievance system twice a year by Custody Division Commanders and once a year as part of the Command Inspections.

Although I understood that the Department had started a pilot program in November 2013 that provided inmates in trustee dorms in MCJ and CRDF with access to IPAD kiosks to submit their requests for service and personnel complaints to the Department electronically, the Department was unable to start the pilot program until last week. The Department plans to run the pilot program through May 2014. If the pilot program is successful and funding is available for network upgrades, subject to procurement timeline constraints and the availability of facility resources for electrical installations, the Department intends to implement the system Division-wide possibly within 14 months after completion of the pilot program.

7.15. The use of lapel cameras as an investigative tool should be broadened.

In progress (Alternative Implementation)

In response to the recommendation of the Board of Supervisors, and also the Commission's encouragement, the Department "conducted a test and evaluation of representative forms of PVRDs ["Personal Video Recording Devices"] within MCJ and TTCF in order to assess the feasibility of implementing a larger scale deployment of PVRD technology at LASD." The Department's report "recommends a deployment of PVRDs exclusively at Men's Central Jail due to its prominence, historically higher liability operation, hazardous inmate classifications and overall impact such a deployment would have on the entirety of the Department." Taking into consideration the considerable potential costs, the Department's report recommended an initial deployment that is "manageable in size, scalable in scope and should necessitate a minimal need for additional infrastructure upgrades." The Report also identifies several issues that still need to be addressed in the development and implementation of a PVRD policy, including working with the unions to gain acceptance of the use of the technology, whether it is a voluntary or mandatory program, and "cost model and options for network infrastructure versus cloud storage solutions." Ultimately, the Department believes that the funds for lapel cameras would be better spent on additional fixed cameras in the jails.

The Department submitted to the CEO a request for funding for additional fixed CCTV cameras to "enhance[] the system at MCJ, TTCF, and IRC, as well as to expand it to all of the other custody facilities." This proposal was essentially in lieu of additional lapel cameras because the "Department believes that the risk of investing in a technology

that is rapidly evolving would likely mean that whatever product is purchased may be outdated before it is even deployed.”

The Consultants believe that “[e]xpanded placement of CCTV cameras is needed, irrespective of any future decision to equip Deputies with PVRDs” and “there is a definite need for more cameras with better resolution to improve coverage and the quality of video recordings.” They “believe that the greatest need for the CCTV system is at the MCJ, IRC and the TTCF because the majority of use of force incidents happen in these facilities” and that the “fixed camera system, in conjunction with audio recording capabilities can be expanded at a more reasonable cost than full deployment of PVRDs would require.” With respect to PVRDs, they “feel that the Department would benefit from a . . . limited and targeted testing in the jails” that could “be carried out in particular settings and situations such as controlled cell extractions or similar tactical deployments.”

On October 8, 2013, the Board approved \$4,965,395 in funding for the additional fixed cameras that will be installed in the jails in Phase I of the Department’s Proposed Implementation Budget Timeframe. Assuming that the Department is able to upgrade the network system sufficiently to handle the additional cameras, the Department’s timeline for the installation of the additional cameras in Phase I is as follows:

Facility	Number of cameras ⁹	Installation Completed	Network Online and operational
MCJ	238	August 2014	December 2014
TTCF	96	November 2014	December 2014
IRC	20	December 2014	December 2014
CRDF	491	December 2015	December 2015

⁹ The number of cameras for each facility, and in particular CRDF, may change as the Department determines the specific camera placements.

In addition, in lieu of PVRDs, the Department intends to direct supervisors to equip themselves with handheld cameras when they respond to a force incident and capture as much of the incident on video and audio tape as possible. Given the need for additional fixed cameras, the infrastructure expenses associated with a full deployment of PVRDs, and the limitations in capturing force incidents with PVRDs worn by personnel involved in the force incident, the enhanced use of handheld cameras and additional fixed cameras is a reasonable alternative to additional PVRDs in a custodial setting.

CHAPTER 8: OVERSIGHT

8.2. The Department should report regularly to the Board of Supervisors on use of force and the status of Custody recommendations.

Implemented

Since the formation of the Commander Management Task force in October 2011, the Sheriff and/or the Assistant Sheriff for Custody Operations have regularly reported to the Board on the use of force in the jails and the implementation of the Commission's recommendations.

CONCLUSION

With the funding approved by the Board, the Department has commenced to implement fully most of the remaining recommendations for additional supervisors, additional internal investigators, a Custody training bureau, an internal audit division, Compliance Lieutenants, and an upgraded computer system.

Appendix 1

IMPLEMENTATION OF CCJV RECOMMENDATIONS

FEBRUARY 2014 STATUS REPORT

	NO.	RECOMMENDATION	<div> <div>IMPLEMENTED (I)</div> <div>PARTIAL (P)</div> <div>IN PROGRESS (IP)</div> <div>NOT STARTED (NS)</div> </div>				COMMENTS
USE OF FORCE	3.1	Comprehensive and easy-to-understand Use of Force policy in single manual	X				LASD implemented January 1, 2013. Manual revised July 22, 2013
	3.2	LASD personnel should be required to read and understand the new UOF policy	X				LASD implemented January 1, 2013.
	3.3	LASD personnel should receive training on the new UOF policy	X				On-going
	3.4	The Use of Force policy should reflect Force Prevention and anti-retaliation policies	X				LASD implemented January 1, 2013.
	3.5	The Use of Force policy should be based upon objectively reasonable standard	X				LASD implemented January 1, 2013. Manual revised July 22, 2013
	3.6	The Use of Force policy should reflect preference for planned, supervised, and directed force	X				Manual revised July 22, 2013
	3.7	The Use of Force policy should account for special needs populations	X				LASD implemented January 1, 2013. Manual revised July 22, 2013.
	3.8	LASD should have a single, reliable and comprehensive data tracking system			X		Funding approved
	3.9	Inmate grievances should be tracked in PPI by names of LASD personnel	X				Completed
	3.10	LASD should analyze inmate grievances regarding use of force incidents	X				Compliance Lieutenants in place
	3.11	Use of force statistical data must be tracked and analyzed in real time by management	X				On-going
	3.12	LASD should purchase additional body scanners			X		Initial units installed
12 USE OF FORCE RECOMMENDATIONS:			10	0	2	0	

MANAGEMENT	4.1	Personal engagement by Sheriff in oversight of jails	X				On-going
	4.2	High level managers must be accountable for failing to address use of force problems	X				Administrative investigations completed; responsible high level managers retired/resigned.
	4.3	The Undersheriff should not have any responsibility for custody or discipline	X				Job Bulletin issued (January 7, 2013)
	4.4	LASD should create a new Assistant Sheriff position for Custody	X				New Assistant Sheriff appointed
	4.5	The Sheriff should appoint a new Custody Assistant Sheriff with corrections experience	X				New Assistant Sheriff appointed
	4.6	The Custody Assistant Sheriff should report directly to the Sheriff	X				Job Bulletin issued (January 7, 2013)
	4.7	The Commander Management Task Force should not be a part of Custody management	X				Job Bulletin issued (January 7, 2013)
	4.8	The Sheriff must monitor the use of force in the jails	X				On-going
	4.9	LASD should utilize the Sheriff's Critical Incident Forum (SCIF) in Custody	X				December 13, 2012 Custody Division Directive.
	4.10	Senior management must be more visible in the jails	X				Position description amended.
	4.11	Operations support should be allocated based unique needs of each facility			X		Facilities assessment completed. Discussions with CEO re funding.
	4.12	LASD should created an Internal Audit and Inspection Division under a single Chief			X		Funding approved; in process of staffing
	4.13	LASD should have a policy regarding campaign contributions	X				Implemented January 31, 2013

IMPLEMENTATION OF CCJV RECOMMENDATIONS

FEBRUARY 2014 STATUS REPORT

NO.	RECOMMENDATION	IMPLEMENTED (I) PARTIAL (P) IN PROGRESS (IP) NOT STARTED (NS)				COMMENTS
	4.14 LASD should participate in the Large Jail Network	X				On-going participation
	14 MANAGEMENT RECOMMENDATIONS:	12	0	2	0	

IMPLEMENTATION OF CCJV RECOMMENDATIONS

FEBRUARY 2014 STATUS REPORT

	NO.	RECOMMENDATION	IMPLEMENTED (I) PARTIAL (P) IN PROGRESS (P) NOT STARTED (NS)				COMMENTS
CULTURE	5.1	LASD must emphasize respect for, and communications with, inmates	X				On-going
	5.2	Force prevention policy should be stressed in Academy and Custody Division training		X			On-going for new deputies; funding approved for training bureau
	5.3	Ethics training should be enhanced in Academy and Custody Division training		X			On-going for new deputies; funding approved for training bureau
	5.4	Custody should be a valued and respected assignment and career	X				Dual track implemented February 1, 2013.
	5.5	Senior leaders must be more visible in the jails	X				Position description amended
	5.6	LASD must have a zero tolerance policy for acts of dishonesty	X				Revised guidelines effective 2/17/13
	5.7	LASD should have a sensible rotation policy	X				Rotations at unit level
	5.8	LASD should discourage participation in cliques		X			On-going for new deputies; funding approved for training bureau
	8 CULTURE RECOMMENDATIONS:		5	3	0	0	
PERSONNEL AND TRAINING	6.1	LASD should revise its policies to reflect Custody's importance to Department		X			Dual track implemented February 1, 2013; training bureau to be phased in over three-year period.
	6.2	LASD should develop and implement a long-range and steady hiring plan	X				Sworn Hiring Projections. Subject to funding.
	6.3	Custody personnel should receive significantly more Custody-specific training		X			Expanded Jail Operations and facility training for new deputies; training bureau to be phased in over three-year period.
	6.4	There should be a meaningful probationary period for Custody deputies	X				January 9, 2013 Probationary Period Memorandum.
	6.5	LASD should increase the number of Custody supervisors		X			Funding approved for two-year phase in
	6.6	LASD should provide for careers in custody	X				Dual track implemented February 1, 2013.
	6.7	LASD should utilize more custody assistants		X			Department has achieved 65/35 ratio; completed furthe assessment
	6.8	LASD should implement rotations within and among proximate facilities	X				In development by LASD
	6.9	LASD should change its Mission Statement to reflect importance of Custody	X				
	6.10	LASD should create a separate Custody Division		X			Dual track implemented February 1, 2013.
	10 PERSONNEL & TRAINING RECOMMENDATIONS:		5	5	0	0	

IMPLEMENTATION OF CCJV RECOMMENDATIONS

FEBRUARY 2014 STATUS REPORT

NO.		RECOMMENDATION	IMPLEMENTED (I)	PARTIAL (P)	IN PROGRESS (IP)	NOT STARTED (NS)	COMMENTS
DISCIPLINE	7.1	The investigative and disciplinary system should be revamped	X				Compliance Lieutenants conduct C1 Admin Investigations and IAB conducts C2 Admin Invest.
	7.2	The CFRC should monitor force packages	X				Risk Management Lieutenant also designated to monitor force packages
	7.3	Preclude deputies from reviewing videos before reporting use of force	X				LASD implemented January 1, 2013. Manual revised July 22, 2013
	7.4	Separate deputies involved in significant use of force incidents	X				LASD implemented January 1, 2013. Manual revised July 22, 2013.
	7.5	Internal Affairs and ICIB should be enhanced and re-organized under a Chief	X				Implemented March 1, 2013; subject to further reorganization
	7.6	IAB should be appropriately valued		X			Funding approved for additional IAB positions.
	7.7	There should be enhanced penalties for excessive force and dishonesty	X				Revised guidelines 2/17/13
	7.8	There should be a Risk Manager assigned to each custody facility	X				Compliance Lieutenants now assigned
	7.9	Force investigations should not be conducted by deputies' supervisors	X				Compliance Lieutenants now conducting C1 Admin Investigations
	7.10	Use of force and dishonesty charges should not be reduced or held in abeyance	X				Revised guidelines 2/17/13; management protocol 9/1/13
	7.11	LASD should vigorously investigate and discipline off-duty misconduct	X				On-going
	7.12	LASD should have an enhanced system to track force investigations	X				Implemented policy to use e-LOTS
	7.13	Inmate use of force complaints should be tracked in PPI	X				Completed
	7.14	LASD should improve the inmate grievance process		X			Inmate grievance coordinator appointed; developing pilot program to electronically process grievances
	7.15	Increased use of Lapel Cameras			X		Funding approved for additional cameras.
15 DISCIPLINE RECOMMENDATIONS:			12	2	1	0	
OVER SIGHT	8.2	The Sheriff should regularly report to the Board of Supervisors	X				On-going
1 OVERSIGHT RECOMMENDATION:			1	0	0	0	
TOTAL CCJV RECOMMENDATIONS			45	10	5	0	

IMPLEMENTATION OF CCJV RECOMMENDATIONS

FEBRUARY 2014 STATUS REPORT

CCJV CATEGORY	IMPLEMENTED (I)	PARTIAL (P)	IN PROGRESS (IP)	NOT STARTED (NS)	TOTAL
USE OF FORCE	10	0	2	0	12
MANAGEMENT	12	0	2	0	14
CULTURE	5	3	0	0	8
PERSONNEL AND TRAINING	5	5	0	0	10
DISCIPLINE	12	2	1	0	15
OVERSIGHT	1	0	0	0	1
TOTAL SHERIFF RESPONSIBLE CCJV RECOMMENDATIONS	45	10	5	0	60

DEFINITIONS

<i>IMPLEMENTED (I)</i>	Sheriff Implementation Plan has been reviewed and approved by the Monitor. Jail reforms have been incorporated into operations.
<i>PARTIAL (P)</i>	Sheriff has implemented jail reforms. The Monitor is reviewing the changes for compliance with CCJV intent.
<i>IN PROGRESS (IP)</i>	Sheriff is assessing policy, procedural, and operational needs. Sheriff is working with independent consultants to develop an implementation plan.
<i>NOT STARTED (NS)</i>	Sheriff has not initiated assessments or the development of an implementation plan.

Appendix 2

IMPLEMENTATION COMPARISON

	IMPLEMENTED	PARTIAL	IN PROGRESS	NOT STARTED
Second Report January 22, 2013	20	11	27	2
Third Report February 12, 2013	25	16	17	2
Fourth Report March 12, 2013	28	17	13	2
Fifth Report April 9, 2013	31	15	14	0
Sixth Report May 14, 2013	31	17	12	0
Seventh Report July 10, 2013	37	11	12	0

IMPLEMENTATION COMPARISON

	IMPLEMENTED	PARTIAL	IN PROGRESS	NOT STARTED
Eighth Report August 13, 2013	37	11	12	0
Ninth Report September 10, 2013	39	10	11	0
Tenth Report November 12, 2013	43	12	5	0
Eleventh Report January 14, 2014	43	12	5	0
Twelfth Report February 11, 2014	45	10	5	0